



People Forward: Human Capital Trends and Innovations Delaware

This factsheet provides an overview of state personnel trends and processes identified as part of *Grading the States 2008*, the Pew Center on the States' 50-state report card on state government management. To assess state performance in the People category, the Government Performance Project team examined how well a state manages its employees. Among many other factors, the team of management experts reviewed how state human resource systems go about hiring, retaining, developing and rewarding high performing employees. For full grading criteria, additional data reports, and a variety of promising new practices in recruitment strategies and leadership development identified during the course of the study, access the full report, *People Forward: Human Capital Trends and Innovations*, at www.pewcenteronthestates.org/gpp.

Criterion 1

Conducting and updating a thorough analysis of a state's human capital needs.

Observations

- The state recently created a new position in the Office of Management and Budget (OMB) to work with agencies on workforce planning; tools are available on the OMB Web site, including statewide workforce profiles, a basic workforce planning guide and a template that agencies can use to develop a communications strategy when implementing workforce planning initiatives.
- Fewer than half of the state's agencies published a workforce plan in FY 2006; however, key objectives in the OMB's Human Resource Management Strategic Plan include increasing the number of agencies that conduct formal workforce planning by 35 percent and linking workforce planning to the statewide strategic direction and budgeting process.
- The workforce profile compiled annually by the OMB contains basic information about the statewide workforce, including demographics, retirement eligibility and turnover data, as well as a roundup of key facts and findings.

Criterion 2

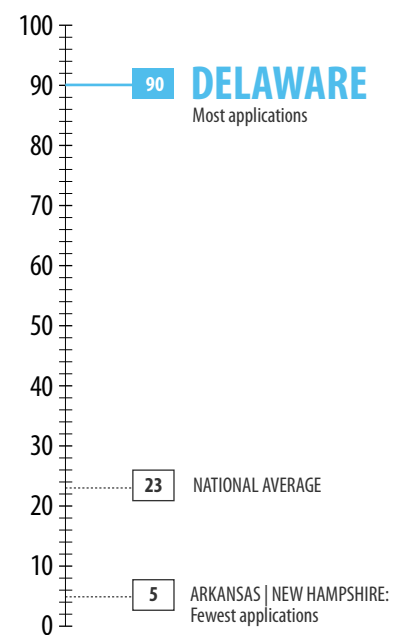
Acquiring the employees a state needs.

Average time to fill open classified positions	Average number of applications per classified job opening	New hire turnover rates	
60 days	90	Voluntary	25.0%
		Involuntary	6.0%

Observations

- The state's hiring Web site allows prospective employees to apply online, create a profile that can be used to apply for future job openings, and set up a "job search agent" to notify them of new openings in their desired field; the site would benefit from more information about topics such as career development opportunities, internships and veterans' preference.
- A recent branding campaign tied to the new hiring Web site substantially increased the number of applications. HR professionals can search this applicant database for potential job candidates.
- One-quarter of new hires leave voluntarily, a relatively high number that might indicate that some employees view state jobs as a temporary measure while continuing their job search.

APPLICATIONS PER OPEN CLASSIFIED POSITION



Criterion 3 Retaining a skilled workforce.

Classified job turnover rates	
Total	7.0%
Voluntary	3.7%
Involuntary	1.0%
Retired	2.3%
Layoff	0.0%

Total classified compensation (2007 dollars)	\$56,500
Fringe benefits as a percentage of salary, classified employees	44.5%
Percentage of health insurance premiums paid by employees	10.0%*
Grievances per 1,000 classified employees	52

Criterion 4 Developing a state's workforce.

Average hours of training	
Per employee	22
Per manager	30

Training expenditure	
As a percentage of total payroll cost	NA
Per employee	\$709
Per manager	\$990

Employee development	
Total number of development programs	11
Hours in senior leadership program	32
Percentage of employees with a career plan	70.0%

Observations

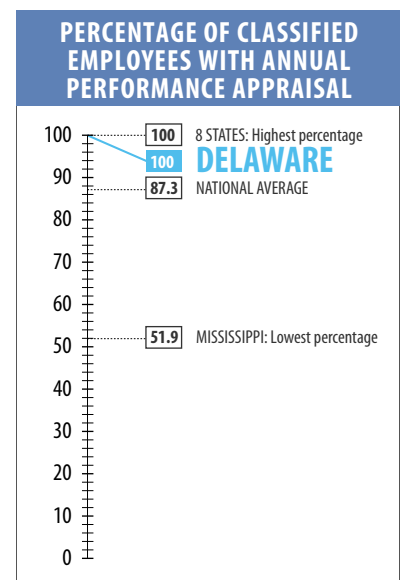
- Centrally offered training opportunities include computer training, career enrichment courses and competency-based HR and leadership development programs.
- The Office of Management and Budget (OMB) provides consultation, needs assessments, training and technical assistance in response to specific agency training requests.
- Nearly three-quarters of the state workforce has a career plan in place, thanks in part to a standardized form developed by the OMB for career development planning.

Criterion 5 Managing a state's workforce performance programs effectively.

Percentage of classified employees with an annual performance appraisal	Time to terminate classified employees for	
100.0%	Performance problems	23 days
	Behavior problems	23 days

Observations

- Delaware requires that all state employees receive at least one performance appraisal per year; new functionality in the state's Human Resource Management Information Technology system will allow for automated central tracking of performance appraisal data.
- Performance-based pay is available to 83 percent of the workforce, as are other special forms of compensation and bonuses on an agency-specific basis.
- Recently updated discipline procedures have helped to ensure that agencies handle issues appropriately as they occur; the state notes that any behavioral problem that threatens the safety of employees is dealt with very quickly.



The Government Performance Project examined human capital management operations in all 50 states. States that did not submit sufficient data for inclusion in these data tables were assessed based on public documents and interviews. Information marked by an asterisk (*) was extracted from state sources independently of the GPP survey. "NA" indicates insufficient data. The information included in this report is current as of February 1, 2008.